



Urban Agenda Platform

The global platform for sharing progress, action and knowledge on the implementation of the New Urban Agenda to achieve sustainable urban development.

West Integral Urban Program

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| Region | Latin America and the Caribbean |
| Award Scheme | Dubai International Award |
| Sustainable Development Goals | Goal 11 - Make cities and human settlements inclusive, safe, resilient and sustainable |

Summary

After two major floods in Santa Fe (2003-2007), the municipality began to work on inclusion and socio-urban integration policies to reduce vulnerabilities and improve the human, social and urban development indices of the most deferred neighborhoods. In 2012, the Integrated Urban Programs (IUP) are designed and implemented.

Background and Objective

Situation Before the Initiative Began: The area comprises 10 km², with a population of 9000 inhabitants (49% women). 5738 people with unsatisfied basic needs; Precariousness of habitat; High rates of violence and unemployment; Informality of property; Settlements in an area of water risk; Accessibility difficulties and urban connectivity; Lack of infrastructure and social equipment. **Establishment of Priorities:** A socio-environmental and urban diagnosis (2008) showed that in the west of the city there were contexts of high environmental vulnerability, without access to basic services and with great difficulties of social integration. It was necessary to adopt policies aimed at eliminating the conditions of urban, environmental and social degradation. With a focus on the individual, family and social groups, with a view to reducing the depth and diversity of exclusion, especially in children, young people and women. **Priority actions:** implementation of strategic infrastructure works, education, labor training, health, sport and art as tools for community integration. **Formulation of Objectives And Strategies:** Include the slum neighbors of the west in the social and productive plot of the city, assuring them conditions of autonomy, equity and quality of life, developing inclusive public policies. Improve quality of life, mitigate water risk and build resilient communities, facilitating access to land and housing, creating public spaces and urban infrastructure and environmental sanitation. Generate development opportunities through programs and infrastructure for education, job training and actions of community integration. Promote security and build citizen coexistence by improving participation, accessibility and connectivity at urban and inter-urban levels. **Mobilisation of Resources:** The financial resources come from public finances (Nation, Province, Municipality). It also includes international funds. In total, more than USD 19,351,100 have been invested in the program since 2012. The Human and Technical resources come from neighborhood organizations, for training of neighbors in minor works, construction of houses and improvements in the neighborhoods. The NGO "Los sin Techo" and civil association "La bandera de los Humildes" are highlight. Neighbors have participated in the execution of housing and urban equipment. The mothers of the children who attend the gardens have formed a cooperative, with the assistance of the municipality to manufacture the uniforms of the students of municipal gardens. Cooperatives are also incorporated with exclusive participation in tenders for minor works, in order to support their development and to activate the formal economy of the neighborhood. The FFEM provides a subsidy of 1,000,000 euros for the creation of an urban reserve and the strengthening of water risk management. Provides international technical support through the transfer of experiences. The National University of the Coast provides technical support in training and human resources through collaborative work and the incorporation of students in internships and volunteering.

Actions and Implementation

In order to develop the integral intervention process, it was recognized that it is not enough to provide housing and land ownership, that must be accompanied by policies of social inclusion and formalization of work. In this process one of the main problems faced was the need to generate effective strategies of acceptance of the projects by the neighbors and their appropriation. It is imperative that projects mobilize the community, strengthen their ties and incorporate them into the decision-making process from the beginning, by defining participatory issues to be solved. In order to overcome these problems, it was necessary to incorporate the voice of the different actors present in the neighborhood and to build public policy considering their priorities, concerns and needs. Citizen Encounters were incorporated into a space of participation: periodic meetings where the neighbors, organizations and neighborhood institutions analyze and define the projects to to execute, agree with the government the priorities of intervention and jointly evaluate the progress of the work. This participatory work was greatly enriched by the active work of the NGO "Movimiento Los Sin Techo" in synergy with the State. The demarcation of critical areas for water risk and the consequent need to relocate precarious housing or disqualification for future urbanization, generated moments of conflict and reasonable tensions. However, when the debate leaves room for propositional action and the balance of the process is an improvement in the quality of the habitat, the perceptions change and the coexistence is harmonized. It has also been fundamental to articulate actions with different areas of different institutional levels, mainly territorial decentralization, based on the work with zonal coordinators, has acted positively in



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the process. To evaluate the performance of the actions, the Santa Fe How We Go Program (SFCV) has the objective of elaborating objective indicators provided by official sources that allow monitoring the evolution of the quality of life of the Santa Fe. In spite of this tool, the evaluation and recording of the impact of the policy is one of the shortcomings that had been identified, and that with the implementation of the international program 100 Resilient Cities in the city was identified. As a result of this, in the Resilience Strategy of Santa Fe, the initiatives "17. Gabinete de Innovación Social" and "19 the continuation with Integral Urban Programs" were defined, addressing this lack of registration.

Outcomes and Impacts

The integration of the mentioned elements was achieved through: Financial: - Human resources: provided by the labor cooperatives of the intervened neighborhoods and the beneficiary families with participation of NGOs, and of trained personnel of the municipality. -Material and financial resources: provided by Province, Nation, Municipality and FFEM; -Administrative resources: coming from the Municipality. As a socio-economic and environmental intervention program financed by public and international organizations, the cost of investment is recovered by quantifying the social, economic and environmental value resulting from the changes generated by the Western PUI. Social and economic: gender equity and social inclusion were addressed by providing equal opportunities in education for children with low resources and employment opportunities for both men and women, and youth in situations of vulnerability. It also attempts to reverse the social impacts produced by informal activities (such as garbage collection and animal husbandry) by formalizing these workers through local economic development (generation of urban gardens and consolidation of new cooperatives. Cultural: accompanying families from the neighborhoods intervened through the Municipal Gardens (education from early childhood), cultural activities such as the NGO "the Order of the bicycle" (recreational and cultural activities based on mobility more friendly to the environment) , The SOS experience Music; Urban artistic interventions of neighborhood integration in squares and public spaces. Environmental: Work with neighbors in environmental awareness and education, global risk prevention; And cleaning and environmental improvement associated with the collection of waste, promotion of alternative means of transportation, responsible use of resources, etc. Institutional: Based on a sustained modernization policy, based on transparency, commitment and citizen participation, where the power of the State is decentralized in 8 districts to provide better services and to be closer to the problems of each citizen.

Gender and Social Inclusivity

In general terms, an Integral Urban Program is transferable in its principles of action: integrality, social inclusion, territorial targeting of interventions and adequate management of public resources. However, it is important to be careful with the specificities of its application because the particularities of the intervention areas will define the strategies. At the local level, the implementation of the PUI is replicated in the Northeast sector. This PUI includes 7 neighborhoods with similar situations to those found in the west sector, except for water vulnerability: precarious neighborhoods, lack of infrastructure, unsatisfied basic needs, lack of education, etc. Among the priority projects are: Extension of the Drinking Water Network and opening of streets. Construction of an avenue accessibility of means of transportation Construction of a Municipal Garden Construction of a cultural space for the integration of all the inhabitants of the area "El Alero", with the Provincial Government. This public space is an area of ??interaction, work and learning, constructions and games, nature and culture for children and young people, pregnant women, workers and retirees. Intervention in drainage and articulated pavement in the neighborhoods. Improvement and construction of houses. Plaza of the Early Childhood. Regularization Dominial.

Innovative Initiative

The main lesson learned from other initiatives (Medellín) was the identification that it is not only sufficient to provide housing and land ownership, but must be accompanied by policies of social inclusion and formalization of work. The management strategy adopted to address the problem in a comprehensive manner has allowed the optimization of the processes of improvement of quality of life in intervened areas, in convergence of actions of urban, housing and land use in articulation with policies of risk management, access to Education and health, land use planning, job creation, public space enhancement, provision of services. Regarding our process as main lessons we can mention: 1) Strengthen social production of habitat through consensus building and negotiation scenarios in which all voices can be heard. Encouraging planning resulting from this process of interaction contributes to collective construction on the basis of equality and democracy. Initiate participation processes as soon as possible and not be constituted only as spaces for information and consultation. 2) Discuss and expand relocation options including voluntary separation of communities and their dispersed location in the city, including thinking about buying and barter options. 3) To recognize the existence of "another city" - informal city - is the way that this management found to face the inequality and to assume the challenge of reducing the distances between the integrated ones and excluded of the "formal city". Only an equitable and balanced construction of the urban territory can guarantee sustainability of future societies and inclusion of all citizens. These lessons were captured in the City's Resilience Strategy (2017), which serve as a basis for the implementation of the Northern Plan of the city, applied in a context similar to that of the West PUI.

Resources devoted to delivery



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No. Title Source Author Publication Title Volume Number Date Page Number 1 Integral Urban Plan- Resilience Strategy http://santafeciudad.gov.ar/blogs/ciudad-resiliente/wp-content/uploads/2017/06/SFC_EstrategiaDeResiliencia_vf_Web.pdf Municipality of Santa Fe and Rockefeller Foundation Santa Fe Resiliente Estrategia 1 June 2017 73 Edit 2 Municipal Preschools - OMEP awards 2017 <http://www.sinmordaza.com/noticia/415982-la-experiencia-de-jardines-municipales-fue-reconocida-por-omep-mundial.html> Sin Mordaza Journal The experience of municipal gardens recognized by OMEP Mundial - 01/04/2017 - Edit 3 UNPSA award 2017 / First Place- Category: Reaching the Poorest and Most Vulnerable through Inclusive Services and Participation <http://workspace.unpan.org/sites/Internet/Documents/UNPAN97586.pdf> ONU UNPSA award 2017 / First Place- Category: Reaching the Poorest and Most Vulnerable through Inclusive Services and Participation - 2017 - Edit 4 National Report of the Republic of Argentina United Nations Conference on Housing and Sustainable Urban Development (Habitat III) - Best practice https://www.argentina.gob.ar/sites/default/files/interior_informe_nacional_republica_argentina_onu_0.pdf National Government National Report of the Republic of Argentina United Nations Conference on Housing and Sustainable Urban Development (Habitat III) - Best practice - Sept 2016 86-89 Edit 5 Jardín Municipal Barranquitas Sur <http://arqa.com/arquitectura/sustentable/jardin-municipal-barranquitas-sur.html> ARQA Jardín Municipal Barranquitas Sur - 3/10/2014 - Edit 6 Jardines Municipales - Los arquitectos de la mejor obra <http://www.todasantafe.com.ar/jardines-los-arquitectos-de-la-mejor-obra/> Toda Santa Fe Jardines Municipales - Los arquitectos de la mejor obra - 27/01/2015 - Edit 7 Jardín Municipal Barranquitas Sur / Subsecretaría de Obras de Arquitectura <http://www.plataformaarquitectura.cl/cl/02-304200/jardin-municipal-barranquitas-sur-subsecretaria-de-obras-de-arquitectura> Plataforma Arquitectura Jardín Municipal Barranquitas Sur / Subsecretaría de Obras de Arquitectura - 28/10/2013 - Edit 8 Memorias de la III Conferencia Panamericana de Sistemas de Humedales para el Tratamiento y Mejoramiento de la calidad del Agua <http://www.fiq.unl.edu.ar/conferenciahumedales2016/uploads/images/Gallery/Conferencia%20Humedales%202016%20E.book.pdf> George Tchobanoglous, Armando Rivas Hernández [et al.] Memorias de la III Conferencia Panamericana de Sistemas de Humedales para el Tratamiento y Mejoramiento de la calidad del Agua 1 June 2016 107-108 Edit 9 Pensar las ciudades desde la resiliencia, el desarrollo sostenible y la transformación cultural se debate en Argentina <https://es.unhabitat.org/pensar-las-ciudades-desde-la-resiliencia-el-desarrollo-sostenible-y-la-transformacion-cultural-se-debate-en-argentina/> ONU Habitat Pensar las ciudades desde la resiliencia, el desarrollo sostenible y la transformación cultural se debate en Argentina - 25/11/2016

Conclusion

The Urban Plan of the City of Santa Fe (2008) is guidelines for the development and ordering of the city. Projects and goals in the City Development Plan (2008-2019) towards an approach of social exclusion and resilience; Programs and projects approved by Municipal Ordinances and Decrees complementing the PUI initiative (DMM 02424/2011): Dominial Regularization Program (Ord. 11631) Urban Ordinance Regulation R.O.U, technical instrument (Ord.11748) Informal Collectors Reconversion Program (Ord. 11917) Land Bank to: a) The construction of housing and / or plans of housing of social interest; B) Green spaces and; C) Public spaces for community, educational, social, cultural and sporting use (Ord.11952). Project "Urban Natural Reserve and Climate Risk Management" (Ord. 12179) and Convention No. 00721/2015 FFEM and Municipality. At provincial and national levels: Plan Opens: "Infrastructure and habitat" and "Coexistence and participation". Specific Agreement called "Integral Intervention Program in Neighborhoods" between the Municipality and the Provincial Government (DMM N01843/2015). National Habitat Plan: "Improving Vulnerable Locations", "Comprehensive Urbanizations", "Public Spaces", "Nucleus of Innovation and Development of Opportunities". Financing in 2016 for the